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MEMORANDUM FOR: The Record

SUBJECT: Summation of OSI Admin. Staff Survey

REFERENCE: Four memo's for the Record covering the procedures
                  of the individual groups in the Admin. Staff -- Personnel,
                  Budget, Training and Security.

1.   The Admin. Staff, OSI, consists of _____ positions defined as
follows:

2.   The Staff personnel have been identified and located by functional
groups. The Staff is not sectionalized officially on the T/O.

3.   The usual administrative activities are carried on by the Staff
(see par. 1 and the References above). In addition, the Staff is perform-
ing practically all administrative type activities for OSI, e.g., (a) the
preparation, coordination and processing of research contracts, (b) all
travel arrangements and voucher preparation, (c) arrangements for meetings,
conferences, lectures, etc., and (d) a variety of security and personnel
activities peculiar to the OSI operation.

4.   The nature of the OSI mission generates an above average amount
of administrative type activity because of, (a) the utilization of a large
number of consultants, (b) the research contract program, (c) the travel
of scientific specialists to companies, universities and other places for
inspections, lectures, training, etc., (d) the unusual security aspects
of the foregoing and the problems arising from the several security systems
of agencies with which OSI must maintain close working relationship, and
(e) other problems of similar character. These activities have been
detailed in the procedures for each group (see Reference above).

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5. The Staff appears to be operating effectively; there was no evidence that the centralizing of administrative activities was resulting in a bottle-neck; and no backlogs were observed. Much of the processing and liaison work is carried on by telephone; the more formal actions are carried on through logical procedures. No defensive records or files are maintained and there is not an excess of statistical reporting. Excellent budgetary records are maintained through the use of a Funds Control Register, with adequate breakdowns, and by the immediate obligation of funds upon the issuance of any obligating document. The Register is compared with Comptroller reports monthly and errors are reconciled.

6. The present association of tasks in the Budget, Personnel and Security Groups are logical. The present Training and Liaison group does not appear to justify Group or Section stature. The title "Liaison" is a misnomer -- the basis for the action concerns security and security measures of one sort or another. Hence, the position involved should be assigned to the present Security Group and the term "Liaison" should be dropped. All of the Groups conduct liaison, informal or otherwise, in their particular fields. This transfer would correct the only functional mis-alignment noted in the Staff. The Training Officer position should then be transferred into the Personnel Group under the Personnel Officer. The training activity does not warrant section or unit status. There is good operational justification for having the training activity carried on in the Personnel Group plus the fact that this is one of the most common combination of functions in administrative organizations.

7. The present position of Deputy Chief of the Staff appears to be excess and should be deleted. This position, and the job description which supports it, tend to weaken both the position of Chief and the positions of the heads of each group in the Staff. Given adequate quality of personnel to head up the three groups (which appears to be true at present) and with each held fully responsible for his activities, the Chief -- with a qualified secretary or admin. assistant -- should be able to operate satisfactorily.

8. In summation:

  a. The present position of Deputy Chief can be deleted -- to some advantage to the remaining four supervisory positions.

  b. The present Training and Liaison Group is not functionally sound -- Liaison is a misnomer -- the activity belongs in the Security Group.

  c. The training function should be assigned to the Personnel Group and the position transferred accordingly.

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d. Much of the liaison/contact work of the Staff is carried on through informal actions. The formal actions follow well described procedural steps.

e. No excessive reporting, defensive records or unnecessary files were disclosed.

f. Personnel appeared to be well qualified and well grounded in their tasks and the means of performing them.

g. The Staff performs the normal administrative tasks plus all administrative type work for the OSI operating elements.

h. The OSI mission generates much administrative type work through (a) the extensive use of consultants, (b) the number and variety of research projects under contract, and, (c) the character of its personnel and operations.

/s/
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O&M Examiner

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